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Operational activities of the United Nations for international development cooperation: reports of the Executive Boards of the United Nations Development Programme and of the United Nations Population Fund, the United Nations Children's Fund and the World Food Programme

Annual reports of the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund to the Economic and Social Council

1. In its decision 2003/6 of 23 January 2003, the Executive Board of the United Nations Development Programme (UNDP) and of the United Nations Population Fund (UNFPA) took note of the reports to the Economic and Social Council (DP/2003/5 and DP/FPA/2003/2). The Executive Board also decided to transmit the reports, together with the comments made on them, to the Council for consideration at its substantive session of 2003.

2. Part one of the present document contains the report of the Administrator of UNDP; part two contains the report of the Executive Director of UNFPA.

3. The comments of the Executive Board on the reports are contained in part three, which is an extract from the report on the first regular session of 2003 of the Executive Board (DP/2003/9).

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Part one
Report of the Administrator of the United Nations Development Programme

Summary

The present report, prepared in compliance with General Assembly resolutions 56/201, 53/192, 50/120 and 47/199, has benefited from comments offered by the Executive Board of the United Nations Development Programme (UNDP) and of the United Nations Population Fund (UNFPA) on 1 February at its first regular session 2002. The report reflects, in particular, the need for more incisive analysis of the issues discussed in the text and greater emphasis on gender empowerment. In a format jointly agreed on by UNDP, UNFPA, the United Nations Children's Fund and the World Food Programme, this report follows the areas addressed in the report of the Secretary-General on the triennial comprehensive policy review of operational activities for development of the United Nations system (E/1998/48) and General Assembly resolution 56/201.

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I. Implementation of the reform programme of the Secretary-General and the provisions of the triennial comprehensive policy review of operational activities for development of the United Nations system

A. Operational activities for development in a globalizing world

1. In 2002, the thrust of United Nations Development Programme (UNDP) operational activities for development focused on responding to priorities identified by programme countries and assisting them in implementing the Millennium Development Goals. Results identified in the results-oriented annual report (ROAR) 2001 (see DP/2002/15) present a picture of UNDP support to programme countries that met the request of the General Assembly in paragraph 10 of its resolution 56/201 that all organizations of the United Nations development system focus on priorities identified by recipient countries and the goals, targets and commitments set in the United Nations Millennium Declaration[1] and at major international conferences.

2. In particular, and in meeting the mandate set out in paragraph 11 of General Assembly resolution 56/201, ROAR 2001 indicated that, in respect of poverty reduction, country offices had fully or partially achieved 90 per cent of their annual output targets, thus placing it at the core of the UNDP mandate. UNDP therefore supported the preparation of national poverty reduction strategies, including poverty reduction strategy papers (PRSPs), in 85 countries. Involvement of UNDP in PRSP strategies, at the request of national authorities, increased from 11 countries in 1999 to 36 in 2001. Some 98 country offices reported that UNDP had undertaken programmes and projects to expand and protect the asset base of the poor.

3. Paragraph 13 of General Assembly resolution 56/201 stressed the importance of information and communication technologies (ICT) in the service of development. UNDP, active since 1993 in undertaking global, regional and national ICT for development initiatives in over 90 countries, elaborated a clear and streamlined strategic focus for both its global-level advocacy and its country programmes. In its decision 2001/12, the Executive Board took note of the report on the role of UNDP in ICT for development (DP/2001/CRP.8).

4. The strategy called for the realignment of the organization's country-level programmes and policy approach with upstream policy advice and national consultative processes, helping to structure and prioritize the design and implementation of programmes, address bottlenecks and increase both stakeholder involvement and benefits from ICT.

5. The ICT for development thematic trust fund was launched in late October 2001 in order to provide support for its five service lines. In 2002, seed funding was provided to close to 20 countries to promote this strategic focus, and encourage other (non-core) resource mobilization and initiatives that are catalytic in nature and have a strong element of innovation or experimentation.

6. In the past year, there was also clear recognition that falling costs and increased technology options are making ICT more accessible for developing countries. Major difficulties, however, remain in securing investment funds and private sector involvement in the wake of dot.com and telecom crashes and the

current economic slowdown. There is thus a heightened need for new business models, partnership programmes and strategies to increase investment and local development in developing countries.

7. UNDP has supported resource mobilization and implementation potential in light of prioritized strategies that were formulated, for example, in Mozambique. Consortia and public-private partnerships are under way in the areas of microfinance, e-learning, and the development of solutions deploying ICT in innovative, sustainable and locally relevant ways.

8. The importance of having a clear development focus for ICT, and identifying how the strategic deployment of such technologies can actually enhance efforts to achieve the Millennium Development Goals, has emerged as a priority for development activities in key global forums, such as the Information and Communication Technologies Task Force and the upcoming World Summit on the Information Society (whose first phase will be held from 10 to 12 December 2003 in Geneva), which UNDP has been actively supporting.

B. Funding for operational activities for development

9. The trend evident in the report of the Administrator of UNDP to the Economic and Social Council (DP/2002/7) was confirmed in 2001. Total income for UNDP and its associated funds and programmes rose by $221 million, or 9 per cent, in 2001 to $2.6 billion, the highest level achieved to date. For the first time, income from all sources grew.

10. Regular (core) resources reversed their seven-year downward trend, growing by about 3 per cent or $652 million in 2001. Third-party co-financing — that is to say, funds emanating from the member countries of the Development Assistance Committee (DAC) of the Organisation for Economic Cooperation and Development (OECD) and other parties, including the European Commission, for programmes and projects — grew by 11 per cent, bringing the total donor contributions to UNDP to $1.4 billion. Programme country cost-sharing — resources that programme countries entrust to UNDP to manage in support of their own development programmes — also rose by 14 per cent to $1.1 billion. Finally, the new thematic trust funds yielded some $21.3 million in income in 2001.

11. Building on the commitments of the 26 countries that increased their contributions in 2002, at least 24 countries have already raised their pledged commitments to regular resources. Many have been making sustained increases for from two to three years. At the time of writing, at least 11 OECD/DAC donors increased their contributions in 2002 in local currency terms. At least 13 programme countries are expected to increase their contributions to regular resources, including six resuming contributions. Four programme countries have announced contributions of over $1 million to UNDP regular resources.

12. While the growing political support, as expressed in the upturn in contributions is very important, it is nonetheless insufficient to put the finances of UNDP on a firm footing. While non-core funding is clearly an integral part of the new UNDP, core resources remain the bedrock on which UNDP relies.

C. Capacity-building

13. Discussions in the Economic and Social Council in July 2002 highlighted the importance of capacity-building; Council resolution 2002/29 consequently referred to the importance of capacity-building in the context of the internationally agreed development goals. Following those discussions, and in consultation with representatives of United Nations organizations in New York, UNDP partnered with the Department of Economic and Social Affairs of the United Nations Secretariat and the High-Level Committee on Programmes in hosting a United Nations system-wide workshop on capacity-building and development in November 2002.

14. In preparation for the World Summit on Sustainable Development, held in August-September 2002 in Johannesburg, South Africa, UNDP undertook a revision of its Capacity 21 programme, which, with a trust fund of $90 million, had been in operation for over nine years in more than 75 countries. A global evaluation of the programme was commissioned. The global evaluation, concluding that the programme had been very successful but had not gone far enough, recommended an expanded second phase. The strategy followed was to use the Capacity 21 funding, expertise and approach to provide technical and financial support to all UNDP programme countries in developing national reports on implementation of Agenda 21.[2] Global round tables on energy, trade and investment, vulnerability and the small island States, capacity development and the Millennium Development Goals were convened in preparation for the Summit. These round tables and workshops brought together non-governmental organizations, ministers, the private sector and others and helped to focus the Summit agenda. UNDP also supported the work of the Secretary-General in setting the water, energy, health, agriculture and biodiversity agenda. The outcome of all of these consultations was a capacity development platform — Capacity 2015, built on the experiences of Capacity 21 and other capacity development initiatives in UNDP and specifically utilizing the Capacity 21 integrated approach to sustainable development.

15. Capacity 2015 will include bi- and multilateral development agencies and banks, regional and global organizations and institutions, information networks and global foundations. An integral part of the Capacity 2015 platform is a component to mitigate vulnerability in the small island States, the first such initiative in UNDP.

16. Since May 2001, UNDP, with the support of the Government of the Netherlands, has pursued the Reforming Technical Cooperation for Capacity Development (RTC) initiative to take a fresh look at the fundamentals of capacity development and how external cooperation can best contribute to the development of lasting indigenous capacities. Benefiting from extensive global e-discussions and two round tables that took place in 2001 and 2002, the research involving country case-studies and focus studies on different aspects of capacity development in the technical cooperation framework was finalized by mid-2002.

D. Common country assessment and the United Nations Development Assistance Framework

17. In the past year, and in response to concerns expressed in General Assembly resolution 56/201, the common country assessment (CCA) and the United Nations Development Assistance Framework (UNDAF) were revised. In particular, the new

guidelines for CCA and UNDAF integrate the Millennium Development Goals, with an emphasis on links among the CCA/UNDAF, the Millennium Development Goals and the PRSP process. As of now, the CCA indicator framework has been aligned with indicators used for tracking the Millennium Development Goals.

18. An overall learning/support package for CCAs and UNDAFs has been developed by the programme group of the United Nations Development Group (UNDG) and the UNDG working group on training and is being tried out in five 2002 roll-out countries to which the new harmonized programme approval process applies in 2003. The new UNDG Task Force on Quality Support and Assurance is developing support and assurance procedures. United Nations organizations making up the Executive Committee of UNDG directly monitor and provide guidance for the development of country programmes in ten 2001 roll-out countries. Regional staff of several UNDG organizations have been trained on the new CCA and UNDAF guidelines and all regional directors of the Executive Committee have been briefed.

E. Monitoring and evaluation

19. Following discussions of the Economic and Social Council in 2001, UNDP established the main elements of a system of substantive accountability. There is now a three-tiered accountability and learning system in place at: (a) the programme level (outcome evaluations); (b) the country level (a select number of country evaluations or assessment of development results); and (c) the macrolevel (the development effectiveness report). Each component builds on the other as well as tracking systems that monitor compliance and serve as an integral part of good management.

20. In September 2002, in close partnership with the World Bank, UNDP launched the International Development Evaluation Association (IDEAS). Anchored in the needs of the South with its secretariat initially based in South Africa, the Association will focus on capacity development and serve as an important platform for advocating development evaluation as an essential aspect of transparency and good governance.

21. Another important partnership is the United Nations Evaluation Group. The Group, chaired and backstopped by UNDP, is being transformed from an annual meeting to a work plan-driven process with different organizations acting as leaders in important areas, such as setting standards for the United Nations and making the United Nations evaluation community more professional and innovative. The debate in the substantive session of 2002 of the Economic and Social Council and the Council resolution (2002/29) resulting therefrom represented an important step forward in this regard. Consequently, discussions have been initiated with members in the areas of joint lessons-learning and strengthening of evaluation functions.

22. In line with the programme of work in harmonization and simplification, the evaluation offices of UNDG member organizations have developed specific proposals for reducing transactions costs by establishing standard reporting principles for donor reports. Work is ongoing on developing joint monitoring and evaluation plans of the UNDAF, including the timing and streamlining of individual agency programmes and project reviews and the UNDAF outcome evaluation.

F. Simplification and harmonization of rules and procedures

23. In response to General Assembly resolution 56/201, a task force was established jointly under the UNDG programme and management groups. The task force, consisting of the UNDG Executive Committee organizations, has been drawing up proposals for inter-agency simplification and harmonization. A programme of work for the simplification and harmonization of United Nations funds and programmes and the specialized agencies was prepared and submitted to the Economic and Social Council at its substantive session in July 2002 as the annex to the consolidated list of issues related to the coordination of operational activities for development (E/2002/CRP.1).

24. UNDP has shown its commitment to this effort by establishing the High-level Steering Committee on Simplification and Harmonization along with a reference group to support the input to the inter-agency task force. It has also involved the Bureau of Development Policy, the Bureau of Management, the regional bureaux, the Evaluation Office, the Operations Support Group and the Office of Audit and Performance Review to work on various designs to ensure that all parties are fully engaged.

25. In an effort to involve country offices, UNDP sent out a questionnaire to obtain views and test the implications of proposals on simplification and harmonization. UNDP involved resident representatives in workshops, held an electronic discussion forum, visited countries (Bolivia, the Philippines, the United Republic of Tanzania, Viet Nam and Yemen) and participated in a workshop in Nairobi which involved United Nations country teams from 10 countries, government experts, UNDG Executive Committee members, the World Bank and OECD/DAC member countries. The country visits and the Nairobi workshop validated the recommendations proposed by the UNDG task force. UNDG adopted these recommendations on 7 November 2002 in New York.

26. The inter-agency efforts coincide with and are informed by ongoing internal UNDP business re-engineering of operational policies and procedures, such as the alignment of the country programme and the strategic results framework (SRF), and the enterprise resource planning (ERP) work on simplifying and integrating business processes.

27. The ERP system is currently being developed through the adaptation of software that will result in the elimination of at least 17 different software systems currently in use, all of which will be replaced by the ERP. This will result in the streamlining of transactional work through one-time entry for financial, human resource and project data. This will save input time and avoid inaccuracies created by parallel data sets. Simplified business processes will be made possible by the creation of an integrated platform to manage the full project cycle as well as corporate and country office resources generated from multiple sources. Reporting will be improved and more timely, as the ERP will generate many reports automatically.

28. While the ERP provides substantial opportunities for simplification and greater effectiveness, there are also potential risks associated with this implementation. The risks mainly derive from placing all UNDP transactional data on a single system: connectivity problems or system down-time could cut country offices off from information vital to their work.

G. Resident coordinator system

29. Between January and September 2002, some 90 candidates went through the resident coordinator assessment of which about half were UNDP staff members and 26 were female. Efforts are ongoing to ensure faster selection procedures and to increase the number of female candidates in the competency assessment. As of 11 November 2002, out of 120 sitting resident coordinators, 33 (28 per cent) were women. It is expected that the number of women resident coordinators will increase in the next reassignment exercise. As a follow-up to the discussion in the 2002 operational activities of the United Nations for the international development cooperation segment of the Economic and Social Council, UNDP has sponsored external female candidates for the assessment.

30. Regarding the balance among United Nations organizations, performance has remained stable, with 18 resident coordinators out of 120 sitting resident coordinators in July 2002 coming from United Nations organizations other than UNDP. Of these, 13 are men and 5 are women.

31. Efforts are under way to enhance the capacity of resident coordinators to operate effectively in crisis and post-conflict situations. Candidates who pass the resident coordinator competency assessment will have demonstrated ability to lead United Nations efforts under such challenging circumstances.

H. Planning, programming and implementation

32. A concerted effort has been made to introduce a results-oriented management culture. In this respect, a strong emphasis has been placed on human resource initiatives, with the aim of aligning competencies with the new organizational profile and creating conditions to attract, develop and motivate talented people to excel. As part of the country office re-profiling initiative, a special package of corporate support was provided to country offices in order to realign their operations and structure more harmoniously with the new direction of the organization.

33. Through a set of indicators, a balanced scorecard system designed and launched in 2001 helps to plan and ultimately assess how the entire organization is progressing in implementing its transformational agenda. Similarly, development performance is managed through the strategic results framework (SRF) — a planning instrument for development outcomes and appropriate indicators. Improving the link between organizational and individual performance is achieved through a remodelled results and competency assessment, which appraises staff performance based on results planned in the balanced scorecard and SRF. Client surveys are also becoming an important element of performance assessment.

I. Cooperation with international financial institutions

34. Cooperation with the World Bank is developing at both central institutional and country levels. One major aspect of institutional partnerships relates to supporting Governments, upon their request, with the substantive formulation of interim PRSPs and in-country consultative processes. Work around the PRSP is an increasingly important aspect of the work of the United Nations country teams, to which UNDP contributes as part of the resident coordinator system. Country-level

work on PRSPs is followed closely and is jointly monitored with the World Bank in periodic joint assessments and consultation meetings.

35. A new development in the UNDP-World Bank relationship pertains to the World Bank low-income countries under stress (LICUS) initiative. Discussions between the two institutions are under way regarding specific cooperation in four pilot countries.

36. UNDP is also working closely with the World Bank and the Office of the United Nations High Commissioner for Refugees (UNHCR) in a number of countries to determine how the three organizations can collaborate better in addressing issues such as bridging the gap between relief and development and fostering the more sustainable reintegration of refugees.

37. UNDP has been developing a multilevel partnership with the World Bank Institute on capacity-building, technical cooperation and distance-learning initiatives. The World Bank has also recently become an official observer to the United Nations Development Group coordination mechanism.

38. The focus of UNDP cooperation with the International Monetary Fund (IMF) is primarily on institutional dialogue. There is a limited number of joint activities at the country level that focus on support to budgetary reform and monetary policies.

39. In 2001-2002, UNDP was emphasizing the development of its relationship with regional development banks. A closer dialogue has been developing with the African Development Bank and the Asian Development Bank that should lead to greater collaboration at the country level. In addition to their partnership on thematic issues, UNDP and the Inter-American Development Bank are also negotiating a standard legal agreement for implementation support.

J. Humanitarian assistance: crisis prevention and recovery

40. In response to increasing demands from Governments in crisis and post-conflict situations for specialized technical services, UNDP established a new Bureau for Crisis Prevention and Recovery (BCPR) in 2001 to enhance the development response to crisis and post-conflict situations by strengthening country-office capacity and partnerships between UNDP and external actors and developing more systematic generation of knowledge and best practices in this area. Conflict prevention, peace-building, vulnerability reduction (from both natural and human-induced crises) and the transition to sustainable recovery are the main UNDP focus areas. In 2001, over 65 country offices reported ongoing initiatives in pursuit of these goals.

41. Throughout 2002, UNDP made serious efforts to help to bridge the gap between relief and development and between United Nations peace and security activities and development objectives. The organization has also worked to strengthen the capacity of Governments to prevent violent conflict, manage crises and post-conflict recovery and build peace.

42. Although the response of UNDP to the crisis in Afghanistan dominated the attention of BCPR in the first half of 2002, the Bureau has been working closely with UNDP country offices in several other countries and regions. In the eastern Democratic Republic of the Congo, for example, UNDP has developed an expanded

community recovery programme in the context of wider disarmament and reintegration efforts in the region. Following the positive trends of the peace talks in Sri Lanka, UNDP has worked with other United Nations organizations to support the return and reintegration of internally displaced people and to build national capacity for mine clearance. In the Sudan, UNDP supported peace-building efforts in the Nuba Mountains region. UNDP has also supported national efforts through the provision of advisory services and technical assistance in areas such as small-arms reduction, demobilization, and justice and security sector reform. Prompted by government requests, BCPR helps UNDP country offices to better target their development programmes by addressing the root causes of vulnerability and conflict.

43. In the past year, UNDP has focused on strengthening its relationships with the Department of Political Affairs, the Department of Peacekeeping Operations and the Office for the Coordination of Humanitarian Affairs, all of the United Nations Secretariat, in particular. The partnership with the Department of Peacekeeping Operations is extremely important with respect to ensuring a smooth transition when peacekeeping operations close, while UNDP and the Department of Political Affairs work together on peace-building and prevention initiatives. UNDP is working closely with the Office for the Coordination of Humanitarian Affairs and other members of the Inter-Agency Standing Committee in developing strategies and raising resources for countries in transition to recovery, inter alia, through more effective participation in the consolidated appeals process.

44. In crisis and post-conflict situations, an increasing number of country offices have reported efforts to develop local capacity to formulate reconstruction programmes in support of recovery and reconciliation and to mainstream gender as a cross-cutting element of comprehensive reconstruction programmes targeting poverty reduction and national institution-building. In collaboration with the United Nations Development Fund for Women (UNIFEM) and other United Nations organizations, UNDP has actively contributed to raising the gender equality issue in addressing the post-conflict development of Afghanistan and supporting the Afghan Ministry of Women's Affairs in designing its work.

45. In several regions, natural disaster reduction and recovery activities are increasingly becoming a mainstream part of UNDP country office activities. The support provided to these regions has increased with the posting of regional disaster reduction advisers to five regions in 2002.

K. Gender

46. UNDP continues to maintain a two-pronged approach to gender equality: gender-mainstreaming and empowerment of women, especially at the country level. In the past year, 77 per cent of UNDP country offices reported gender-specific programmes and a notable rise in gender-mainstreaming across thematic interventions in governance, poverty reduction, ICT, human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS), environment and crisis and post-conflict situations. Currently, more than one third of UNDP country offices support the collection of data disaggregated by sex to enhance national reporting and capacity for gender analysis, linking it to the preparation of national human

development reports, reports on the Millennium Development Goals and poverty reduction strategies.

47. In Cambodia, for example, UNDP supported the drafting of a needs-assessment and capacity-development plan for line ministries and their provincial departments, and trained their gender focal points to mainstream gender in their work. In Botswana, the organization supported civil society in formulating gender-mainstreaming plans, while tools and mechanisms for implementing and monitoring them were developed at the governmental level. UNDP also supported efforts in Nepal to mainstream gender concerns in its national development plan.

48. UNDP also promoted efforts to establish a database on violence against women, the training of police to monitor women's human rights and the incidence of gender violence. Introducing ICT in support of gender equality was especially featured in the Asia and the Pacific region and in Europe and the Commonwealth of Independent States. A particular concern was to ensure the connectivity of national stakeholders, especially those working on gender and strengthening knowledge networks, for example, in Lithuania where UNDP supported the establishment of an interactive virtual library, and in Malaysia where it provided policy proposals to the Ministry of Women and Family Development on gender and ICT.

49. Partnership with UNIFEM is increasing and being extended to new areas of intervention. A prime example is the UNDP-UNIFEM collaboration (which includes the Women's Environment and Development Organization) in preparing the Gender and Funding for Development Kit, the purpose of which is to promote advocacy and awareness-raising on key gender concerns as they relate to financing for development. More than half of all UNDP country offices are reporting joint activities with UNIFEM. These activities aim, in particular, at developing the capacity of local and national actors to implement the Convention on the Elimination of All Forms of Discrimination Against Women,[3] raise awareness on and curb violence against women, and guide the work of United Nations thematic groups on gender.

L. South-South cooperation

50. The Special Unit for Technical Cooperation among Developing Countries (TCDC) has sought to support innovative approaches to South-South cooperation through programmes on social protection for individuals in the informal sector and on creating and fortifying business-to-business links. The Special Unit for TCDC has continued to publish its journal, *Cooperation South*, and to update its information system, Web of Information for Development (WIDE), providing an array of online services, including information on South expertise and innovative development practices. One pioneering initiative responds to the HIV/AIDS epidemic through collaborative efforts to fight AIDS in Botswana, drawing on the experience of Brazil where efforts to counter the epidemic focus on bolstering the country's education system.

51. UNDP has stepped up efforts to facilitate South-South exchanges by seeking development solutions from the growing number of world-class institutions and individual experts in the South. The identification of such expertise has benefited from an expanded network of field-based UNDP staff. As a result, key partners

include a cadre of South experts in a wide range of fields, including judicial reform, local government, HIV/AIDS, ICT and poverty eradication.

52. Triangular cooperation has also gained new significance in the work of UNDP as North and South institutions and experts form collaborative networks to conduct joint research and share technological and financial resources while building stronger institutions in the South. An outstanding example of such partnership, involving the West Africa Rice Development Association (WARDA) and other partners from North and South, has resulted in the development of new high-yielding, high-protein rice varieties called New Rice for Africa (NERICA). NERICA promises to increase rice production to 744,000 tons, reducing rice imports in West Africa by $88 million per year by 2006. Farmers growing NERICA are likely to increase their incomes from rice by 25 per cent.

II. Integrated follow-up to conferences and the Millennium Development Goals

53. In fulfilment of its mandate as scorekeeper and campaign manager of the Millennium Development Goals, UNDP has made significant contributions to coordinating the United Nations Millennium Development Goals strategy. The strategy focuses on action by the United Nations system at two levels, global and country, with the following core elements:

(a) *Monitoring*. The systematic and sustained tracking and review of progress towards the Millennium Development Goals — in terms of achievements, trends and shortfalls — are critical to turning them into widely recognized measures of successful international cooperation;

(b) *Analysis*. It is crucial to define and assess the policy dimensions of achieving the Millennium Development Goals based on a consensus among partners on necessary policy and institutional reforms and investments, financing options and strategies for scaling up their efforts, through the implementation of the Millennium Project;

(c) *Campaigning/mobilization*. Collaboration with a wide range of partners interested in mobilizing the commitments and capabilities of broad segments of society is necessary for building awareness and galvanizing public opinion in support of action on priorities, policies and resource allocations;

(d) *Operational activities*. Goal-driven assistance makes it possible to address directly key constraints on progress on the Millennium Development Goals at the country level, while recognizing that the achievement of the Millennium Development Goals is ultimately the responsibility of member countries;

(e) *Partnership building*. Developing and implementing creative strategies for working more intensively with a range of actors whose contributions are critical will be a feature cutting across all four of the elements of the strategy mentioned above.

54. In the past year, the Millennium Trust Fund was established as the principal financing vehicle for the support programme. Almost two thirds of planned expenditure for 2002/03 is funded.

55. The Millennium Project central office is now operational in New York. The first meeting of all coordinators took place at the end of October 2002. Task forces will contribute background papers to serve as input documents for the *Human Development Report, 2003*, which will focus on the Millennium Development Goals. The first meeting of the United Nations Experts Group was held on 17 September 2002 in New York.

56. The Secretary-General's Executive Coordinator for the Global Millennium Campaign was appointed in November 2002. Millennium Development Goals also awareness and partnership with civil society organizations are steadily increasing as attested by a Social Watch meeting on monitoring the Millennium Development Goals in November 2002, the European Network on Debt and Development (Eurodad) Annual Conference on Empowering the Poor and Delivering the Millennium Development Goals in November, and the Africa Social Forum which focused on the Millennium Development Goals in December. The subregional resource facility (SURF) in Central and East Africa is preparing a handbook on and pilot approaches to civil society organization involvement with the Millennium Development Goals; and the subregional resource facility in Panama has compiled a Millennium Development Goals resource book for use by country offices.

Country level

57. Led by the resident coordinators and the country teams, some 16 Millennium Development Goals reports have already been published. Over 50 such Millennium Development Goals reports are under preparation. A regional Millennium Development Goals report was issued for Africa on the occasion of the discussions on the New Partnership for Africa's Development (A/57/304, annex) at G-8 meetings held in June 2002. Some 36 country offices in Africa, the Arab States, Asia and the Pacific, Europe and the Commonwealth of Independent States and Latin America and the Caribbean have received funding to initiate or expand advocacy and awareness-raising activities on the Millennium Development Goals in collaboration with United Nations country teams.

58. A UNDP-supported workshop on the Millennium Development Goals for 12 United Nations country teams in Asia and the Pacific was held jointly with UNDG in October 2002 in the Lao People's Democratic Republic and included participants from civil society, the World Bank and the Economic and Social Commission for Asia and the Pacific. Similar workshops were organized for Central and East Africa in Ethiopia and for the Arab States in Yemen. Additional workshops are being planned in Bangladesh, Slovakia and Senegal.

Notes

[1] See General Assembly resolution 55/2.

[2] *Report of the United Nations Conference on Environment and Development, Rio de Janeiro, 3-14 June 1992*, vol. I, *Resolutions Adopted by the Conference* (United Nations publication, Sales No. E.93.I.8 and corrigendum), resolution 1, annex II.

[3] General Assembly resolution 34/180, annex.

Part two
Report of the Executive Director of the United Nations Population Fund

The present report has been prepared in conformity with a joint format agreed by the United Nations Development Programme, the United Nations Population Fund and the United Nations Children's Fund covering the issues identified in consultations among United Nations Development Group members. The main issues include the implementation of the reform programme of the Secretary-General and the provisions of the triennial comprehensive policy review, and the follow-up to international conferences and the Millennium Development Goals.

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I. Implementation of the reform programme of the Secretary-General and the provisions of the triennial comprehensive policy review

A. Funding for operational activities for development

1. The regular resource situation of the United Nations Population Fund (UNFPA) improved in 2001 for the second year in a row, with regular resources totalling $264.7 million. This represented an increase of slightly over 1.5 per cent, up from $260.7 million in 2000. A number of the Fund's major donors, especially Denmark, Finland, Ireland, Japan, the Netherlands, Norway, Sweden, Switzerland, the United Kingdom of Great Britain and Northern Ireland and the United States of America accounted for this slight improvement.

2. Also noteworthy was the expansion of the UNFPA donor base, which reached a target of 120 donors in 2001. This was a direct response to Executive Board decision 98/24, which had recognized the fact that overdependence on a limited number of donors posed a risk for the long-term financial sustainability of the Fund. The expanded donor base reflects widespread support for UNFPA from the programme countries it assists, as well as the recognition that resource mobilization is the collective responsibility of UNFPA and all its members.

3. Within the context of the multi-year funding framework (MYFF), UNFPA has endeavoured to obtain multi-year pledges in order to ensure greater stability and predictability of the Fund's resources. While UNFPA is grateful that a few of its major donors have been able to provide multi-year pledges, the majority of the Fund's top donors have not been able to do so. Only 27 multi-year pledges were received in 2001.

4. Other resources increased again in 2001, reaching the highest level ever — $127 million. This included large contributions from the Netherlands and the United Kingdom for the procurement of contraceptive commodities. There were other large contributions from Canada, the European Union, Norway and Switzerland. The trend in other resources has become more important during recent years. However, UNFPA does not expect to attain such a high level of other resources in 2002, including trust funds and co-financing.

5. In 2002 and 2003, UNFPA resource mobilization goals will concentrate on increasing core resources in response to growing programme requirements, including HIV prevention. The Fund will seek to strengthen its partnerships with all donors, especially lower-level major donors, with the aim of increasing their share of UNFPA core resources, and to obtain as many new multi-year pledges as possible. UNFPA will also strengthen its partnerships with foundations and the private sector with a view to further broadening its donor base.

B. Capacity-building

6. The development of national capacity was established as one of the critical factors in the key actions for the further implementation of the Programme of Action of the International Conference on Population and Development.[1] It is also one of the main strategies of the results framework within the Fund's multi-year funding

framework, which defines the ways in which the Fund deploys its resources to obtain results. In 2002, strengthening national capacity-building remained a vital dimension of programming at all levels of UNFPA operations, from assisting in policy formation at the highest level of government institutions to training health personnel for service delivery at the primary health-care level.

7. UNFPA country offices in all regions made national capacity-building a priority and used the largest share of their resources in this area. This is particularly relevant in the case of Africa and in category A priority countries, where a special focus on national capacity-building is essential. The needs in such countries are often so great, however, that it is difficult to address them. Nonetheless, certain needs in capacity-building in the area of population and development must be addressed as a matter of urgency. These include increasing knowledge on reproductive health, population and gender issues; improving skills in programme design, monitoring, evaluation and reporting; strengthening data collection, analysis and dissemination; and improving programme management and coordination.

8. In addition, UNFPA will implement a typology of country office structures based on a qualitative analysis and strategic indicators. This will enable the Fund to develop a transparent and systematic planning process cable of matching staff profiles and competencies with office workloads. The overall goal is to strengthen the capacity of UNFPA country offices and to bring about a renewed, focused and more effective field presence.

9. The typology is designed to make optimal use of national staff so as to give them a prominent role in programming and in management and administration. It will, in essence, develop national capacity to manage field office operations and professionalize and sustain UNFPA field presence. It will also enable field staff to better manage and monitor the ever-increasing portion of programme resources coming from extrabudgetary funds and co-financing arrangements. This will require considerable investment in staff training and development, which the Fund is confident will result in high returns in terms of programme implementation and management.

C. Common country assessment and the United Nations Development Assistance Framework

10. In 2002, the Executive Committee of the United Nations Development Group (UNDG) intensified its efforts to integrate the common country assessment (CCA) and the United Nations Development Assistance Framework (UNDAF) processes with country programming and advocacy. Following the adoption by the General Assembly of resolution 56/201 on the triennial policy review of operational activities for development of the United Nations system, the UNDG programme group constituted a working group, chaired by UNDP with UNFPA as the vice-chair, to revise the 1999 CCA and UNDAF guidelines.

11. The working group was requested to align the guidelines with recent developments, most notably the United Nations Millennium Declaration,[2] the Millennium Development Goals and the link between CCA/UNDAF and national planning processes and frameworks, such as poverty reduction strategies, including poverty reduction strategy papers (PRSPs). In addition, the revised guidelines were to take into account the lessons learned from more than three years of experience

and the recommendations of the 2001 external evaluation of the CCA and UNDAF processes. The revised guidelines were issued in May 2002 and are being tested in six roll-out countries: Benin, Ecuador, Kenya, Madagascar, the Niger and Pakistan. A quality support and assurance system was developed to ensure that the CCAs and UNDAFs adhere to high standards of quality and allow for results-based country programming. Both the guidelines and the quality support and assurance system will be reviewed in 2003.

12. The main challenges in ensuring high-quality CCAs and UNDAFs are to secure greater government ownership over process, products and participation; to keep transactional costs for all partners to a minimum; and to integrate the CCA/UNDAF process into national planning processes. Moreover, support for the CCA/UNDAF process has been gradually shifted from headquarters to regional (technical) offices in order to ensure that individual country programmes and projects derive from the UNDAF and are directly linked to other national planning processes.

D. Monitoring and evaluation

13. In 2001, UNFPA continued to make concerted efforts to strengthen institutional capacity in results-based monitoring and evaluation. New results-based programme planning and reporting formats were elaborated in consultation with selected country offices and country technical services teams (CSTs) and distributed to staff. They were also made available on the UNFPA intranet. A new feature was the development of a programme management plan, to be reviewed in 2002. A review initiated in 2000 of the monitoring and evaluation directives in the programme guidelines served as input for an inter-divisional group established in 2001 to revise and update the guidelines. In this process, a monitoring, reporting and evaluation subgroup addressed various issues and gaps that needed improvement.

14. The UNFPA evaluation network (Evalnet) held its third annual meeting to review progress achieved and to agree on the 2001 work plan. Evalnet has been useful in promoting results-oriented monitoring and evaluation practices and in forging a common understanding of results-based management among UNFPA staff and CSTs. One of Evalnet's major products has been the programme manager's monitoring and evaluation tool kit, which is accessible from the UNFPA web site as well as the Intranet. Ten tools were completed and an additional three are under way. French and Spanish versions of the tools were also made available. Country office staff have found the tool kit useful and accessible.

15. In another effort to mainstream the results-based management approach throughout UNFPA, the Fund organized the fourth in a series of regional programme management workshops for country office programme staff and CST advisers. The training modules were translated into French and Spanish and made available on the web site. The workshops promoted a better understanding of the principles and requirements of results-oriented office and programme management and reinforced the value of monitoring and evaluation.

16. The CSTs also promoted the concept of results-based management in their contacts with country offices and national counterparts, and took steps to upgrade monitoring and evaluation skills among country office staff. CSTs provided in-country assistance and organized numerous workshops to underscore the importance

of monitoring and evaluation and to enhance country office capacity in results-based management. In particular, they stressed the use of the logical framework as a programme management tool and the identification and selection of appropriate programme performance indicators for newly designed and ongoing programmes. During the training, the CST advisers emphasized the need to plan monitoring and evaluation activities, as well as secure necessary financial and human resources, early in the programme cycle.

17. Despite advances with respect to building institutional capacity and establishing a monitoring and evaluation culture in UNFPA, a number of challenges remain. Although an appreciation of the logical framework has improved since 2000, the adoption of the logical framework as an instrument for effective programme monitoring and evaluation remains limited. The lack of accessible, reliable, comprehensive and timely data makes the identification of objectively verifiable indicators difficult, thus hampering the analysis of progress achieved and the establishment of definitive results. In addition, the high turnover of project staff in some countries requires constant training and retraining efforts.

E. Simplification and harmonization of rules and procedures

18. Following the adoption by the General Assembly of resolution 56/201 and, more recently, the second wave of reform of the Secretary-General, the UNDG Executive Committee embarked on one of the most extensive simplification and harmonization efforts ever. It established a task force to seek ways to ensure full harmonization by 2004 in the five areas cited in resolution 56/201 (para. 60): decentralization and delegation of authority; financial regulations; programme implementation, particularly monitoring and reporting; common shared services at country offices; and recruitment, training and remuneration of national project personnel.

19. As a result of the work undertaken by the various UNDG groups and consultations with country offices, the UNDG Executive Committee submitted to the Economic and Social Council at its substantive session of 2002, a programme of work leading up to 2004, which was endorsed by member States. In consultation with country offices, the UNDG Executive Committee also developed measures aimed at improving programme preparation and approval, implementation, monitoring and evaluation following the adoption of the UNDAF, while at the same time increasing flexibility and contributing to national capacity-building.

20. These recommendations will be implemented in a phased manner beginning in 2003. The UNDG Executive Committee will continue to explore ways to reduce the heterogeneity and complexity of rules and procedures of the United Nations system in order to minimize transaction costs and strengthen the effectiveness and impact of United Nations support at the country level.

F. Resident coordinator system

21. UNFPA has continued to be actively involved in the ongoing development of the resident coordinator system. It achieved this through its membership in the resident coordinator issues group and the Inter-Agency Advisory Panel, which is

responsible for assessing candidates and submitting their nominations to the UNDG Administrator for resident coordinator positions.

22. In order to strengthen the resident coordinator system, UNFPA has supported the new 180-degree appraisal multi-rater assessment system for resident coordinators and country teams. Ten teams, which included nine UNFPA representatives, were appraised on a pilot basis in June 2002. The country teams that participated included those from Cambodia, the Congo, the Islamic Republic of Iran, Jamaica, Lebanon, Malawi, Mauritius, Timor-Leste and Turkey. The exercise revealed that the concept of country teams is understood differently and that, in some cases, there were attempts to delegate participation to staff other than representatives and deputies. The UNDG is now deciding the future of such exercises.

23. With regard to the resident coordinator assessment centre system, 131 candidates have now completed assessments through the 15 centres managed by SHL, the company engaged for this purpose. During 2002, one candidate from UNFPA participated and received a positive evaluation. Out of 126 current resident coordinators, 33 (26 per cent) are women and 5 are from agencies other than UNDP. At present, there are no resident coordinators from UNFPA. Agency balance continues to be an issue of concern, as does the small size of the pool of candidates relative to the number of vacancies. Efforts to increase the number of female candidates are ongoing. UNDP and the Office for the Coordination of Humanitarian Affairs of the United Nations Secretariat have sponsored external female candidates for the assessment.

24. While the conduct and level of operations of the resident coordinator assessment centres have continued to improve, areas for improvement remain. One such area requiring attention is the need to better capture the resident coordinator "coordination competency". An explicit stand-alone exercise may be required to measure this core competency without altering the 14 competency frameworks.

G. Humanitarian assistance

25. UNFPA has become an important player in providing emergency and relief operations through its successful partnerships with agencies such as the Office of the United Nations High Commissioner for Refugees, the International Planned Parenthood Federation, the International Organization for Migration, the World Health Organization, the International Federation of Red Cross and Red Crescent Societies, the International Rescue Committee and other members of the Reproductive Health for Refugees Consortium.

26. After the inter-agency working group on reproductive health for refugees was formed in the mid-1990s, UNFPA successfully coordinated the development of the minimum initial service package in emergency situations and the development and periodic update of the inter-agency field manual on reproductive health for refugees, with the active involvement of partner United Nations agencies and non-governmental organizations. Since 1997, the Fund has also been active in the United Nations Consolidated Inter-Agency Appeals Process, participating in 14 appeals in 2002. UNFPA has also undertaken systematic efforts to develop its capacity and to respond more effectively to humanitarian needs during emergencies.

27. UNFPA has participated in a number of working groups at the global level since it became a member of the Inter-Agency Standing Committee. UNFPA has forged strong partnerships with the Joint United Nations Programme on Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome (HIV/AIDS) (UNAIDS) and the Department of Peacekeeping Operations and has been actively involved in addressing HIV/AIDS issues in armed conflicts. At the field level, UNFPA takes part in United Nations country team contingency planning and disaster preparedness schemes.

28. UNFPA continues to implement its emergency operations by providing humanitarian relief assistance and by supporting the development-oriented efforts of local authorities and civil society. UNFPA provides basic health services, including reproductive health, family planning, treatment of sexually transmitted infections (STIs) and the prevention of HIV/AIDS, by supplying essential drugs and commodities, urgently needed equipment, and materials and medicines for hospitals, primary health care facilities and mobile clinics. UNFPA also provides support to rehabilitate damaged service delivery stations and to provide training to service providers and community workers.

29. UNFPA also supports treatment, rehabilitation and counselling for traumatized women and their families in refugee camps and affected areas through projects that address the needs of women and girls in conflict and post-conflict situations. The economic status of women and their families, income-generation and access to key services are central issues in UNFPA-supported programmes.

30. UNFPA addresses HIV/AIDS prevention as well as sexual- and gender-based violence in conflict situations by deploying a six-pronged strategy, which includes the following components: HIV/AIDS prevention in the military, and police, and in demobilization and peacekeeping forces; creation of a safe blood supply; prevention of HIV/AIDS/STIs and the promotion of a healthy lifestyle among vulnerable women affected by crisis; HIV/AIDS prevention among adolescent refugees and internally displaced persons; and strengthening the capacity of local non-governmental organizations.

31. In 2002, the implementation of this strategy began in the Democratic Republic of the Congo and Sierra Leone, in cooperation with the Department of Peacekeeping Operations and UNAIDS. UNFPA also cooperates with United Nations peacekeeping contingents in Africa, including the United Nations Organization Mission in the Democratic Republic of the Congo and the United Nations Mission in Sierra Leone. In addition, UNFPA works with national demobilization programmes in Burundi, the Democratic Republic of the Congo and Rwanda and supports the reintegration of adolescent ex-combatants into communities through education and life-skills development programmes. The Fund is also involved in a number of programmes with the police and military in Central and Eastern Europe and South-East Asia, supporting education programmes and promoting tolerance, gender equity and HIV/AIDS prevention.

32. UNFPA programmes continue to support community reintegration for victims of war and violence, specifically youth ex-combatants and destitute women. Within this framework, UNFPA supports psychosocial counselling; operationalizes basic health services at drop-in centres; and supports vocational training for skills development, thereby increasing opportunities for gainful employment.

33. UNFPA promotes understanding of the devastating impacts of armed conflicts on women and girls. Within this framework, UNFPA has supported a series of international meetings and training workshops for representatives of government and civil society. To promote peace-building initiatives, UNFPA collaborates with the United States Institute of Peace on a number of training and support activities in East Africa. UNFPA also supports research and data collection to document cases of violence and its health implications as well as programmes to mitigate this violence.

34. UNFPA continues to strengthen its own emergency response capacity by developing systems and procedures to ensure that reproductive health needs are recognized as a priority and are fully integrated into humanitarian interventions. Support has been provided to train humanitarian workers from national and international institutions responsible for women-oriented and health programmes. In implementing these training programmes, UNFPA provides financial and technical assistance in partnership with members of the Reproductive Health for Refugees Consortium.

H. Gender

35. In 2002, the Culture, Gender and Human Rights Branch was established within the Technical Support Division at UNFPA, reflecting the importance that UNFPA gives to mainstreaming gender, human rights and culture in its programmes.

36. A focus on gender mainstreaming in UNFPA in 2002 has been undertaken to strengthen the rights-based approach in the Fund's work. Gender equality, equity and the empowerment of women are cornerstones of the Programme of Action of the International Conference on Population and Development.[3] Stakeholders have called for UNFPA leadership to ensure that human rights, including those related to gender, are at the forefront of the implementation of the Programme of Action. In response, UNFPA established a task group to review the process of how human rights, including reproductive rights, are integrated into UNFPA programming areas. The task group will develop a conceptual and operational framework that links human rights, sexual and reproductive health, population, and gender equality and equity in order to ensure a consistent programming approach.

37. Another focus has been on adopting a culturally sensitive rights-based approach. In January 2002, an internal consultation reviewed cultural entry points and constraints encountered in programme implementation and developed a road map for future action. As a result of these deliberations, UNFPA has embarked on a plan to strengthen and institutionalize the cultural perspective in the Fund's work in order to identify and invoke cultural values that promote human rights, and gender equality and equity, and improve the quality of people's lives. The Fund has developed a conceptual framework whose main elements have been employed as the basis for a project proposal to institutionalize the cultural perspective in UNFPA programming.

38. UNFPA has also mainstreamed gender in its work in humanitarian response situations. In November 2002, the Fund organized a training workshop on capacity-building for non-governmental organizations in post-conflict situations. At the country level, UNFPA has worked to mainstream gender during reconstruction and is the focal point for reproductive health in Afghanistan, where its operations focus on providing much-needed basic health-care services. The lack of health services

and the gender-based barriers that Afghan women face in accessing the few services that are available represent major challenges.

39. UNFPA supports the efforts of the United Nations and other partners in combating trafficking in women and girls. In October 2002, the Fund organized a meeting on the trafficking of women and girls that brought together UNFPA representatives and other field staff, as well as representatives from the United Nations and bilateral donors. The meeting led to a better understanding of trafficking and the development of a conceptual framework for future action. UNFPA also supports initiatives at the country level, including a joint United Nations initiative against trafficking in Nepal.

40. UNFPA revised its guidelines for mainstreaming a gender perspective in population and development programmes. It also prepared a guidance note on how to operationalize such guidelines. It is currently testing *A Practical Approach to Gender-based Violence: A Programme Guide for Health-Care Providers and Managers*.

41. UNFPA has long been interested in integrating women's reproductive health issues with women's economic empowerment. In 2002, UNFPA participated in and supported the Microcredit Summit Plus 5, including a panel on integrating microfinance with education in child survival, reproductive health and HIV/AIDS prevention. UNFPA also commissioned a paper on microfinancing within the perspective of reproductive health as a first step towards undertaking a review of its activities in the areas of women's economic empowerment and reproductive health.

42. UNFPA participated actively in United Nations inter-agency initiatives to implement the Programme of Action of the International Conference on Population and Development as well as the Beijing Platform for Action.[4] It continued to co-chair, with the United Nations Development Fund for Women, the inter-agency task force on gender and HIV/AIDS. It has also been an active member of other task forces and groups, including those for peace and security, financing for development and the girls' education initiative.

43. The commitment of UNFPA to gender mainstreaming at all levels of the organization is reflected in practice. Women occupy 47 per cent of all professional posts in UNFPA. Moreover, 8 out of 14 members of the Fund's Executive Committee are women, and 2 of the 3 members of the senior management team are women, including the Executive Director and the Deputy Executive Director (Management).

I. Information technology

44. On 29 April 2002, UNFPA and the Development Gateway Foundation launched an Internet initiative focusing on population and reproductive health called the population/reproductive health portal. UNFPA is the first United Nations agency to assume leadership of the creation of a topical web site within the development gateway system. The portal, located at http://www.developmentgateway.org/pop, has been built in collaboration with 20 partner organizations, and provides a community-built database of shared population information, including data, publications, research and projects. The overall objectives of the portal are to create public awareness about population issues both within and beyond the development

community and to promote innovative knowledge-sharing arrangements among expert organizations in the field.

45. In the first five months of its operation, the population/reproductive health sector became the second most viewed portal in the development gateway. By October 2002, there were over 1,100 members: more than 260 were non-governmental organizations and over 61 per cent were from developing countries. Sub-Saharan Africa is the second largest geographical source of membership after North America.

J. Cooperation with the World Bank

46. In 2002, cooperation between UNFPA and the World Bank continued to grow. Meetings and seminars were held at the country level and at headquarters, and agreements were reached to further expand collaboration between the two organizations and to emphasize collaborative interventions at the planning, policy and advocacy levels, in addition to the programme and implementation levels.

47. In October 2002, the UNFPA Executive Director visited the World Bank and delivered the Presidential Fellows' Lecture. The visit, which also included senior staff from the Fund, was designed to foster collaboration and to develop closer ties between the World Bank and UNFPA at both global and country levels. An agreement was reached to develop an action plan by January 2003 that would aim at enhancing collaboration between the two organizations, including ways to programme the interlinkages between demographic parameters (such as population growth, structure and distribution) and sustainable development, and how to strengthen UNFPA support to developing countries through PRSPs and other country-level instruments.

48. UNFPA and the World Bank have also expanded collaboration in the areas of reproductive health, gender and culture: sharing experiences, lessons learned, research and publications; monitoring indicators; developing training modules for gender mainstreaming; participating in thematic working groups; and creating greater awareness of PRSPs and other policy and programming frameworks.

49. As in 2001, UNFPA and the World Bank Institute jointly organized a training course on population, reproductive health and health sector reform, held in Turin, Italy, for UNFPA field and headquarters staff. The workshop aimed at strengthening skills in key policy processes, such as sectoral reforms, PRSPs and sector-wide approaches. UNFPA also participated in a high-level workshop to bring partners together in support of the World Bank's initiative on low-income countries under stress.

II. Follow-up to international conferences and the Millennium Development Goals

50. UNFPA is playing an active role in efforts to improve aid effectiveness, an important element in enhancing the role of official development assistance in financing development. In addition to maintaining its role in the UNDG in developing the agenda for the simplification and harmonization of rules and procedures, the Fund has decided to undertake more active participation in sector-

wide approaches, which will contribute to the process of allocating aid to budget support, as advocated in the Monterrey Consensus of the International Conference on Financing for Development.[5]

51. UNFPA plays a major role in assisting countries in achieving goals of the International Conference on Population and Development and the key actions agreed to at the twenty-first special session of the General Assembly for an overall review and appraisal of the implementation of the Programme of Action, held in 1999. The Fund's 2002 organizational priorities strongly reflect this, particularly those in the substantive areas of the Fund's work. These priorities serve as the framework for the annual work plans of all UNFPA offices and staff. One such priority, the integration of gender concerns in population and development, is directly related to the decision in the Monterrey Consensus to place gender issues at the centre of decision-making on financing for development.

52. The UNFPA focus on Africa, identified as a special case in the Monterrey Consensus, is assuming greater dimensions through support for the New Partnership for Africa's Development (NEPAD) (A/57/304, annex), the regional framework identified in the Monterrey Consensus. UNFPA contributed inputs to the seven thematic clusters in NEPAD and led the working group on population and employment. UNFPA is now participating actively in the newly instituted thematic clusters to support NEPAD.

53. Through the United Nations System Chief Executives Board for Coordination, UNFPA is contributing to system-wide approaches to the thematic areas of the World Summit on Sustainable Development: water, energy, health, agriculture and biodiversity. Part of the focus of the interactions is to mainstream the target of halving the proportion of those without access to improved sanitation by 2015 into country-level reporting processes, such as the reports on the Millennium Development Goals, especially given the close linkage of sanitation to the Millennium Development Goals health goals. The Fund has launched internal processes on the linkages among water, population, gender, reproductive health and poverty, as well as in other thematic areas, in order to strengthen UNFPA programme support for sustainable development at the national level in the context of the Millennium Development Goals.

54. The Fund's report entitled *The State of World Population, 2002*[6] provided for the first time research-based evidence that promoting better reproductive health also promotes economic growth and reduces poverty, thereby reinforcing the overarching concepts in Agenda 21,[7] the Programme of Action of the International Conference on Population and Development, the United Nations Millennium Declaration, the Monterrey Consensus and the Plan of Implementation of the World Summit on Sustainable Development (Johannesburg Plan of Implementation).[8]

55. UNFPA is assisting developing countries in conducting surveys on the implementation of the Programme of Action and the key actions for the further implementation of the Programme of Action and undertaking regional reviews of implementation for the tenth anniversary of the Programme of Action. The Fund's consultations in the run-up to the tenth anniversary have focused on strengthening the commitment to implementing the Programme of Action and the key actions for the further implementation of the Programme of Action.

III. Recommendation

56. **The Executive Board may wish to:**

(a) **Take note of the present report;**

(b) **Decide to transmit it to the Economic and Social Council, together with the comments and guidance provided by delegations at the present session.**

Notes

[1] General Assembly resolution S-21/2, annex.

[2] See General Assembly resolution 55/2.

[3] *Report of the International Conference on Population and Development, Cairo, 5-13 September 1994* (United Nations publication, Sales No. E.95.XIII.18), chap. I, resolution 1, annex.

[4] *Report of the Fourth World Conference on Women, Beijing, 4-15 September 1995* (United Nations publication, Sales No. E.96.IV.13), chap. I, resolution 1, annex II.

[5] *Report of the International Conference on Financing for Development, Monterrey, Mexico, 18-22 March 2002* (United Nations publication, Sales No. E.02.II.A.7), chap. I, resolution 1, annex.

[6] United Nations publication, Sales No. E.02.III.H.1.

[7] *Report of the United Nations Conference on Environment and Development, Rio de Janeiro, 3-14 June 1992*, vol. I, *Resolutions Adopted by the Conference* (United Nations publication, Sales No. E.93.I.8 and corrigendum), resolution 1, annex II.

[8] *Report of the World Summit on Sustainable Development, Johannesburg, South Africa, 26 August-4 September 2002* (United Nations publication, Sales No. E.03.II.A.1), chap. I, resolution 2, annex.

Part three
Extract from the report of the Executive Board of the United Nations Development Programme and the United Nations Population Fund on its first regular session of 2003

20 to 23 January 2003

United Nations Development Programme

1. The Director, Bureau for Resources and Strategic Partnerships (BRSP), introduced the report to the Economic and Social Council (DP/2003/5). Delegations congratulated the United Nations Development Programme (UNDP) for the high quality of the report, while stressing the need for a more analytical approach.

2. Delegations called for a more harmonized, unified and coordinated approach to the work of United Nations organizations, including the Office for the Coordination of Humanitarian Affairs of the United Nations Secretariat, with a view to improving effectiveness and efficiency and reducing transaction costs imposed on national authorities. They emphasized the importance of joint meetings of the Executive Boards, joint monitoring and evaluation, and joint field missions, and underscored the need to demonstrate results on the ground, including the impact of UNDP in the poverty reduction strategy papers (PRSPs) process.

3. Evolving relations with the Bretton Woods institutions, in particular the World Bank, were appreciated. Delegations advocated the strengthening of relations with the Bretton Woods institutions and called on UNDP to work closely with regional development banks.

4. While expressing their appreciation for improvements in gender balance, in particular at the resident coordinator level, delegations stressed the need to intensify such efforts. The importance of close monitoring and evaluation of the work of UNDP was also emphasized. Delegations called on United Nations organizations to share and compare the methodologies employed in monitoring and evaluation. Questions were also raised about the relationship between UNDP and the Development Assistance Committee (DAC) of the Organisation for Economic Cooperation and Development (OECD) and the impact of the replenishment of the International Development Association (IDA) on the UNDP resource situation.

5. The Director, BRSP, responded to the comments and issues raised. He noted the wish of the Executive Board to see more analytical reports and results on the ground, and the need to focus on areas where constraints were experienced, including strategies to address them. He affirmed that every effort would be made to ensure the necessary improvements.

6. Much work had been done to promote partnerships with regional development banks, especially the Inter-American Development Bank and the African Development Bank. Likewise, discussions between UNDP and the Asian Development Bank had taken place to strengthen the partnership between the two organizations. He also observed that, as reported in previous meetings, it was too early to assess the impact on UNDP of the replenishment of IDA.

7. On the role and impact of UNDP in the PRSPs process, the Director noted that the Evaluation Office was assessing the contribution of UNDP. Accordingly, the Executive Board would be briefed upon receipt of the evaluation report. He reiterated the commitment of UNDP to improving gender balance and mainstreaming in the organization, noting that efforts had been made to hire external female candidates to overcome structural deficits within the organization.

8. The Director stated that UNDP participated in the work of OECD/DAC in an observer capacity, within the legislative framework established by the Executive Board, as it did in other group meetings. He also explained that the references in the report to the relationship between UNDP and the Office for the Coordination of Humanitarian Affairs addressed efforts to strengthen the spirit of partnership between the two bodies. He underlined that UNDP would continue to strengthen that partnership.

9. The Executive Board took note of the report of UNDP to the Economic and Social Council (DP/2003/5) and agreed to transmit it to the Council with the comments made thereon.

United Nations Population Fund

10. The Deputy Executive Director (Programme) introduced the UNFPA report to the Economic and Social Council (DP/FPA/2003/2). He noted that the report examined a number of key issues identified in consultations among the members of the United Nations Development Group (UNDG). He highlighted four sections of the report of particular importance to UNFPA: funding for operational activities for development; capacity-building; humanitarian assistance; and follow-up to international conferences and the Millennium Development Goals. He underscored that prospects for meeting the Millennium Development Goals depended also on meeting the goals of the International Conference on Population and Development, notably with regard to gender equality and universal access to reproductive health services by 2015. He emphasized that the Millennium Development Goals could not be achieved without addressing population issues.

11. During the discussion, several delegations noted the progress made by UNFPA in light of the triennial comprehensive policy review (E/1998/48) and the Millennium Development Goals, and expressed support for integrating goals of the International Conference on Population and Development, particularly those pertaining to reproductive health and rights, in the Millennium Development Goals. One delegation was interested in knowing how UNFPA was helping to ensure that reproductive health and rights featured within sector-wide approaches (SWAps) and PRSPs. The delegation also asked if those areas were properly addressed within the context of national reporting on the Millennium Development Goals. A number of delegations appreciated the Fund's work in the area of capacity-building and emphasized that it was critical to build the capacity of recipient countries in the areas of population and development. Concerning staff arrangements under the new typology of country offices, one delegation stated that, instead of uniform criteria, the particular needs of individual countries should be taken into account. Several delegations commended the Fund's efforts to strengthen partnerships with foundations and the private sector. One delegation welcomed the collaboration with the World Bank and asked about the effect on UNFPA of the latest replenishment of

IDA. Referring to the volatility of funding, one delegation encouraged UNFPA to further broaden its donor base in order to avoid overdependence on a limited number of donors.

12. A number of delegations stressed the importance of coordination and collaboration among United Nations agencies and organizations. To illustrate the point, one delegation noted that the evaluation of the Joint United Nations Programme on Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome (HIV/AIDS) (UNAIDS) had revealed that coordination of HIV/AIDS activities at the country level fell short of what was necessary to combat the epidemic. The delegation added that merely sending more money or personnel to the field would not necessarily increase efficiency and effectiveness — what was required was an adequate skill mix. One delegation stated that it wished to see tangible results of how members of the United Nations Development Group (UNDG) were promoting joint programming, evaluations and assessments, among other things. The delegation stressed the need to reduce the burden on programme countries resulting from too many analyses and evaluation reports and meetings. One delegation asked for more information on building institutional capacity for monitoring and evaluation. One delegation, while urging greater alignment in the evaluation work done by United Nations funds and programmes, remarked that evaluation resources within the United Nations system should increasingly be pooled together. One delegation asked how UNFPA and UNDP intended to speed up and further stimulate coordination efforts among the UNDG members.

13. Several delegations stressed that the report should have been analytical, realistic and problem-oriented. They noted that, while an impressive range of activities had been mentioned, there was no clear indication in the report of concrete results or impacts achieved at the country level. The delegations pointed out that the report should focus on results, outcomes and impacts, as well as the challenges that lay ahead. One delegation added that future reports to the Economic and Social Council would benefit from a more in-depth analysis of how United Nations reforms were improving programming. One delegation asked why the report contained no reference to the Office for the Coordination of Humanitarian Affairs.

14. One delegation welcomed the Fund's commitment to results-based management and asked how the new tools and systems were being used and what difference they were making with respect to tracking performance on a routine basis. With regard to gender mainstreaming, one delegation was pleased to note that women occupied 47 per cent of all professional posts at UNFPA. Some delegations wished to see more reporting on results, impacts or indicators of progress in terms of gender. The delegations asked to know more about how men were included in the Fund's programme activities. With regard to the resident coordinator system, one delegation welcomed UNDG efforts to address the issue of gender imbalance and expressed the wish to know the causes of the persisting imbalance. One delegation was concerned that currently there were no resident coordinators recruited from UNFPA. One delegation was interested in knowing more about the resident coordinator "coordination competency" and why it was important for the work of UNFPA.

15. A number of delegations asked for more information regarding the preparations to mark the tenth anniversary of the International Conference on Population and Development. One delegation suggested that, in the Fund's

consultations, in the run-up to the tenth anniversary, there should be a focus on progress achieved to date in implementing the Programme of Action of the International Conference on Population and Development. While stating that the tenth anniversary of the Conference ought to be of a strictly ceremonial and technical nature, one delegation stressed that the focus should remain on strengthening the commitment to implementing the Programme of Action and the key actions for its further implementation.

16. The Deputy Executive Director (Programme) thanked the delegations for their constructive comments and concurred that coordination was very important for the United Nations system. He stated that a great deal of progress had been made in the area of United Nations reform, inter alia, in the area of coordination. He noted that, while there had been encouraging developments related to the United Nations Development Assistance Framework (UNDAF), simplification and harmonization, the Millennium Development Goals workshop and the work of the United Nations country teams, many challenges remained with regard to results-oriented planning and implementation, as well as participation in PRSPs and policy dialogue. He added that quality assurance issues were being addressed with regard to United Nations common country assessments (CCAs) and UNDAFs. He stated that as an active member of UNDG, UNFPA had participated in and contributed to a number of working groups and task forces that were focusing, inter alia, on such issues as simplification and harmonization. He hoped that in the future the Fund's contributions to SWAps and PRSPs would become more visible. He noted that, with the completion of the Fund's transition process, the focus would be on driving the programme operations process and systems development, in ways consistent with UNDG thinking on streamlining operations, developing indicators, statistical mapping and Millennium Development Goals monitoring. He observed that UNFPA was working on the Enterprise Resource Planning (ERP) system with UNDP.

17. With regard to the resident coordinator system, he noted the progress made and indicated that UNFPA would encourage more of its staff to seek resident coordinator positions. He pointed out that the partnership with the World Bank had been strengthened and collaboration had been expanded through many new activities, including a jointly organized training course to strengthen skills in such key policy processes as PRSPs and SWAps. Regarding the query on IDA replenishment, he hoped that the United Nations system would develop successful models for replication wide enough to enable them to become part of national programmes that could be scaled up through IDA loans. He observed that the United Nations funds and programmes had much to contribute in countries making the transition from conflict to reconstruction, where the World Bank experience and linkage with national authorities might be limited. In that regard, noting the comparative advantages of the funds and programmes, he pointed out that collaboration with the World Bank could be further expanded.

18. In responding to the comments on capacity-building, he stated that in implementing the new typology of country offices the Fund would be flexible and responsive to specific country needs. He observed that in carrying out reforms the challenge was to link results-based management objectives and indicators with country programmes, CCAs and UNDAFs and, at the same time, to strengthen monitoring and evaluation. Concerning the query on institutional capacity-building in monitoring and evaluation, he noted that UNFPA had developed a monitoring and evaluation tool kit and established a network of evaluation experts. He added that a

great deal of collaboration was taking place among the evaluation experts of UNDG member organizations.

19. With regard to the query concerning mainstreaming men in reproductive health programme activities, he noted that UNFPA was committed to supporting gender mainstreaming in all its activities. For example, the attitudes of men and boys were important factors being considered in developing HIV/AIDS prevention strategies and activities. Concerning the query on the Office for the Coordination of Humanitarian Affairs, he stated that UNFPA had achieved an excellent level of collaboration with that Office, as well as with other United Nations organizations and non-governmental organizations. He added that the Fund had participated in 20 consolidated appeals processes led by the Office for the Coordination of Humanitarian Affairs. He also pointed out that it was only in recent years that UNFPA had managed to position itself as an effective and relevant humanitarian response agency. With regard to marking the tenth anniversary of the International Conference on Population and Development, he concurred with the views expressed by delegates and observed that UNFPA was awaiting the outcome arising from the working group mandated by the General Assembly. He noted that UNFPA was planning a national review process and some regional and technical meetings. He fully agreed that it was essential to maintain the momentum of implementing the Programme of Action of the Conference.

20. The Executive Board took note of the UNFPA report to the Economic and Social Council (DP/FPA/2003/2) and agreed to transmit it to the Council with the comments made thereon.